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THE CALOUSTE GULBENKIAN FOUNDATION  
ARMENIAN COMMUNITIES DEPARTMENT

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**ARMENIAN SCHOOL GRANT PROGRAM  
LEBANON**

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## 1. Introduction

The Armenian Communities Department of the Calouste Gulbenkian Foundation (hereinafter CGF) recognizes the countless and multifaceted challenges that Armenian schools in Lebanon are faced with today. The Foundation acknowledges that many efforts have been made and are still being made to ensure the vitality of Armenian educational institutions in Lebanon. CGF's strategy concerning the Foundation's engagement in Lebanon is developed to complement these efforts. Despite all the difficulties, it is possible to bring about essential changes through collaboration and a long-term vision that is put in action.

CGF believes that the initiative to meet the need for reform and to bring essential changes to improve schools should come from within the schools and should be based on each school's needs and its development perspectives. School administrations and staff - including teachers - are best placed to identify their needs and work together towards developing a plan or project wherein these needs can be met, and reforms can be envisioned and implemented.

## 2. Objectives

Renewal and reform efforts often falter because schools lack effective action plans and the financial resources to implement them. Thus, CGF would like to offer schools that strive to meet the challenges of renewal and the challenges of updating their pedagogy (or learning-related services) the financial means to implement specific activities meant to improve the school in general and the teaching of Western Armenian in particular.

The CGF *Armenian School Grant Program* intends to give schools the possibility to develop a comprehensive project that addresses any aspect of professional practice or pressing issue in education within a given school. This new grant program would allow selected schools to implement innovative teaching practices and to pilot new approaches that reflect the latest educational thinking. Initiatives could include, among others, the development of new curricula, the use of information technologies (e.g. language apps), classroom libraries, the purchase and use of new pedagogic tools, after school or student-led activities, and, importantly, **the development of new curricula based on methodologies**, such as project-based learning and reader's and writer's workshops.

## 3. Eligibility criteria

All Armenian schools in Lebanon are eligible to participate in the CGF *Armenian School Grant Program*. All relevant stakeholders of the schools should collaborate to identify the needs of their institution: principals, school trustees, teachers, parental councils, and students. The submitted projects ought to demonstrate how they are addressing the actual needs of the school and how they envision to bring about substantial reform.

## 4. Evaluation Criteria

The Armenian Communities Department of the CGF envisions these projects to target the following categories:

**- Reform in the teaching of Western Armenian.**

Introducing methodology and creating programs and instructional material in line with the latest research in language teaching.

**- Adopt reading and writing across the curriculum.**

Adopting the philosophy of “every teacher is a language teacher” by creating an integrated curriculum that targets the skills of reading and writing as core elements in content teaching.

**- Early Childhood programs.**

Creating or reforming early childhood programs with a student-centered scope, where children experience ownership of their own learning and get early exposure to collaborative learning.

**- Special education programs.**

Creating or developing programs, resources, and assessment tools for children with learning difficulties or special needs.

**- Increase in-service teacher and school leader effectiveness.**

Creating or adopting teacher-training programs that are meant to update the pedagogical and technological knowledge of in-service teachers and school leaders.

**- Comprehensive instructional reform strategies.**

Developing larger initiatives targeting the school or the curriculum.

**- Establish an inclusive school culture.**

Team building and creation of democratic school communities by involving all stakeholders in the development of the school curricula.

*Priority will be given to projects that are not limited to one school, and projects that produce outcomes that could be shared with the broader community of Armenian schools in Lebanon as well as the Diaspora.*

*The submitted projects will be evaluated by a committee of experts internal to the CGF, at its Lisbon headquarters.*

## 5. Budget

CGF will allocate up to **150.000 USD** in total to selected Armenian schools in Lebanon during the 2020–2021 academic year. The Foundation will grant its support to three schools that represent wide-ranging projects. Initiatives can be for up to two years, including their implementation and evaluation. The continuation of the awards is not guaranteed and is subject to the availability of funds in subsequent years, as well as the substantial progress made by the grantees through their projects within their respective schools.

## 6. Timetable

- |                                     |                                      |
|-------------------------------------|--------------------------------------|
| - Submission of concept notes       | <b>10 March 2020</b>                 |
| - Pre-application technical support | <b>31 March 2020 - 17 April 2020</b> |
| - Proposal application deadline     | <b>25 May 2020</b>                   |
| - Announcement of results           | <b>15 June 2020</b>                  |

During the three weeks following the submission of the concept notes, CGF will contact schools who applied, to inform them about the status of their application, which could be one of the following:

- a. *Accepted.*
- b. *Needs minor adjustments.*
- c. *Needs substantial improvement.*
- d. *Declined.*

## 7. Technical Assistance

For applications that have not been declined at the concept note phase, and upon the request of the applicants, the Foundation's Focal Point in Lebanon will offer individual pre-application technical assistance following the submission of the concept notes by schools. During a period of two-and-a-half weeks (31 March to 17 April 2020), the CGF Focal Point will work closely with the project teams and advise necessary alterations to improve their applications as they further develop their full project proposals.

## 8. Unrelated Initiatives

Proposals not related to the categories mentioned in section 4 of this document will not be considered. New construction, structural modifications to buildings, building maintenance, or repairs are not encouraged activities for The CGF *Armenian School Grant Program* ("minor remodeling" may be allowed if it complements the educational objectives stated in the proposal).

## 9. Program Accountability & Monitoring

The CGF is responsible for monitoring the implementation of the grants. Its follow-up with the schools during the one to two-year period of each project is to support and encourage the successful execution of the educational projects, including the effective use of the funds and the assessment of impact.

The monitoring will be conducted according to the following program accountability requirements:

- The use of the granted funds for the purposes mentioned in the application packages.
- The implementation of the projects within the timeline agreed to with CGF.
- The meeting of reporting and accountability requirements. These requirements address (1) financial reporting, (2) performance reporting, (3) budget planning, (4) program evaluation, and (5) technical assistance.

To fulfill its monitoring responsibilities, CGF requires grantees to submit appropriate documentation. CGF representative(s) may conduct site visits of the funded schools. The purpose of these visits is to confirm data submitted by applicants and to gather additional information through interviews and observations for monitoring and evaluation purposes.

## 10. Application Process

All applications must be submitted online through the online application form of the Armenian Communities Department. The application process is based on a two-tiered online submission system.

Applicant schools first need to register and create an account with the Calouste Gulbenkian Foundation; subsequently they will be able to submit the first application form, which includes a brief concept note explaining the project.

After the assessment of the concept note, supplementary information would be requested from successful applicants, wherein applicant schools will be invited to elaborate on the project further through the online submission of a second, more extensive, project application form.

### *Further information*

To learn more about this and other programs undertaken by the Armenian Communities Department of the Calouste Gulbenkian Foundation, please visit the website:

**<https://gulbenkian.pt/armenian-communities/>**

### **Data Protection** *(this section is included as per European legal requirements)*

All personal data provided in the application process or during project implementation shall be treated exclusively for the purpose of managing the Creative Culture Grant Program by the Calouste Gulbenkian Foundation (CGF), as the entity acting as joint controller for processing the data.

The CGF may be contacted regarding any questions related to data processing carried out in this context and for these purposes through [privacidade@gulbenkian.pt](mailto:privacidade@gulbenkian.pt).

The personal data of the subject shall be kept for the period of time necessary for the management of the grant, except in cases where another period is required by applicable law. Some data (i.e. the name of the subject, date of application, terms and duration of the grant and personal data potentially included in the works and final publications) will be kept indefinitely by the CGF for the purpose of conservation of relevant information in the context of its relevant cultural assets.

The subject may, at any time, withdraw his/her consent for the processing of his/her personal data, in accordance with the applicable legislation, without prejudice to the validity of the processing made based on the consent previously given. The withdrawal of the consent implies that the CGF cannot treat his/her personal data for the purposes consented to and as such may result in the impossibility of the applicant continuing as such in the application.

The controller guarantee the subjects the exercise of their rights in relation to their personal data, such as the right of access, rectification, erasure, opposition, limitation of treatment and portability, according to the applicable legislation.

The controller implement all security measures necessary and adequate for the protection of the personal data of the subjects, either when the data is processed directly by them or when the data is processed by entities subcontracted by it.

The controller may treat personal data collected in this context directly and/or through subcontractors for the purpose of managing the grant. In such cases, appropriate contracts shall be entered into with such subcontracting entities, in accordance with the applicable legislation.

In the scope and for the purposes of managing the grant, the CGF may communicate the data of the subject to partner entities for publications and institutional communications. These entities may be located within the territory of the European Union or abroad, and in the latter case, appropriate mechanisms under the applicable legislation to safeguard the security of personal data processed shall be used at all times.

The subjects may file a complaint to the Portuguese National Authority (“Comissão Nacional de Proteção de Dados”) if they believe that there is a breach of data protection incurred by the joint controllers.